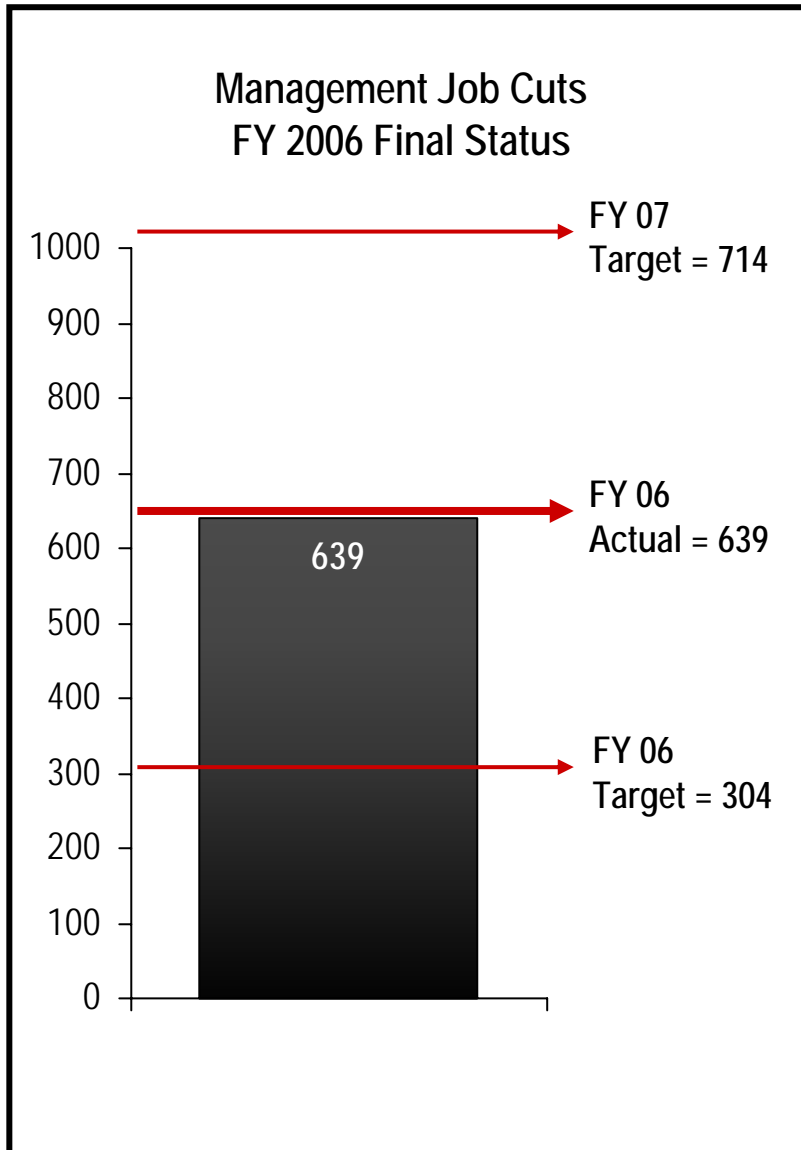


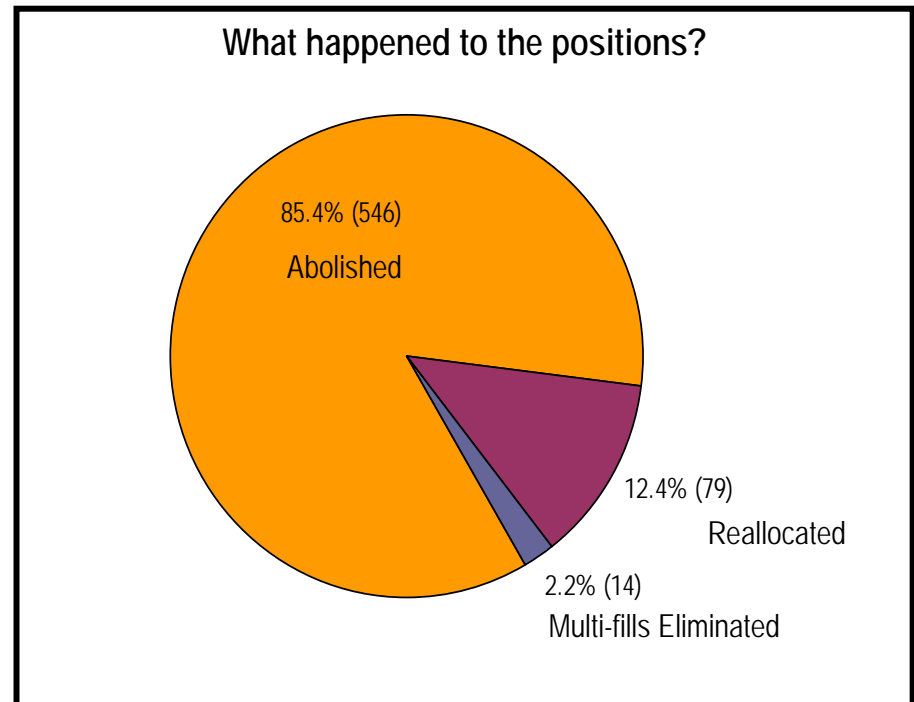
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- Management reductions – FY 2006 final status
- Statewide employee survey results in context of the Human Resource Management Report

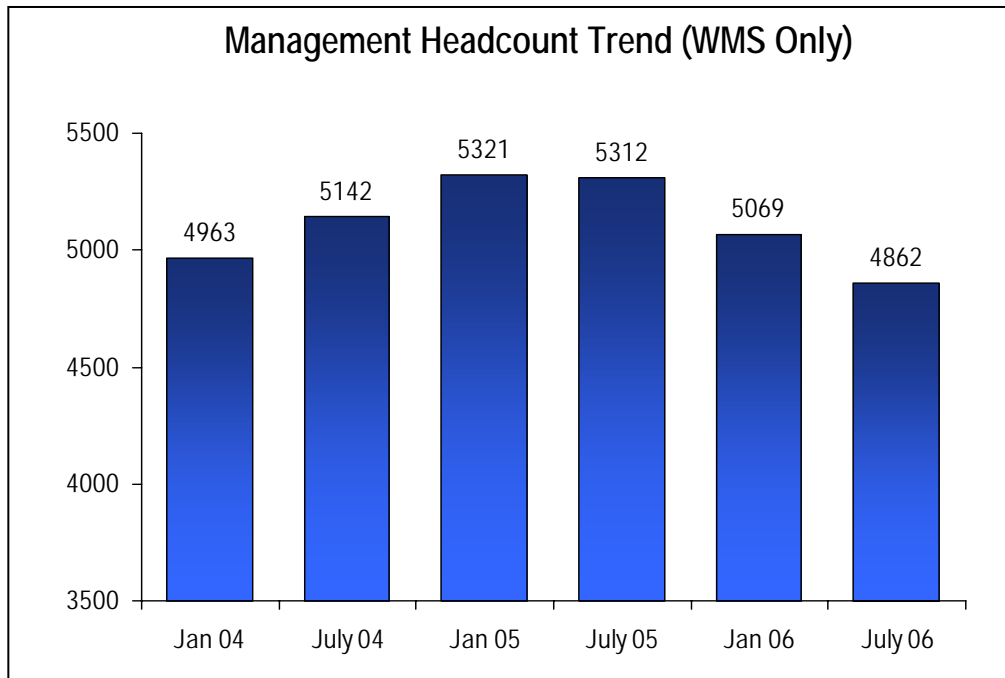
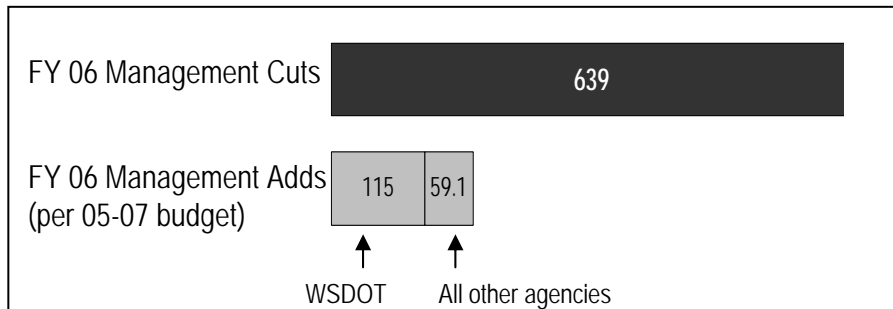
FY 2006 Management Reductions



- 40 of 40 agencies reported management reductions
- 100% of reporting agencies met or exceeded their assigned target
- The vast majority of positions were abolished; others were reallocated to non-management job classes.



FY 2006 Management Reductions (cont.)

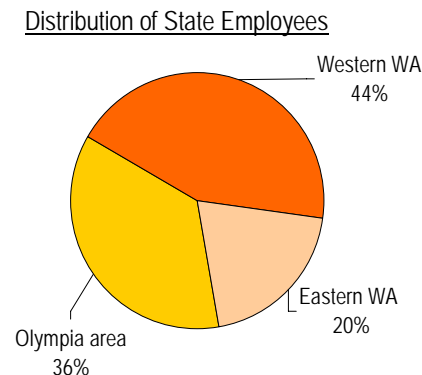
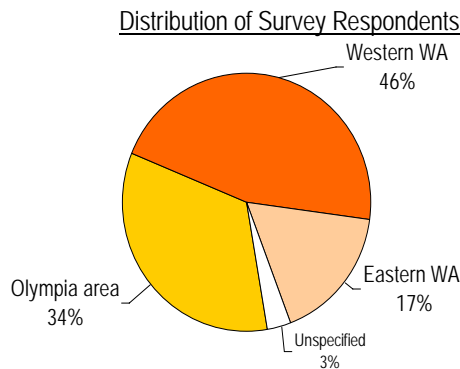


Notes:

- As part of the 05-07 original and supplemental budgets, certain agencies received additional FTEs. Some of these became management positions. In WSDOT, 44 of the positions reported as cuts during the first fiscal year, were later added due to legislatively approved funding to complete transportation projects.
- The headcount trend for WMS is clearly declining. During FY 2006, the number of WMS positions dropped by 450.

State Employee Survey Results

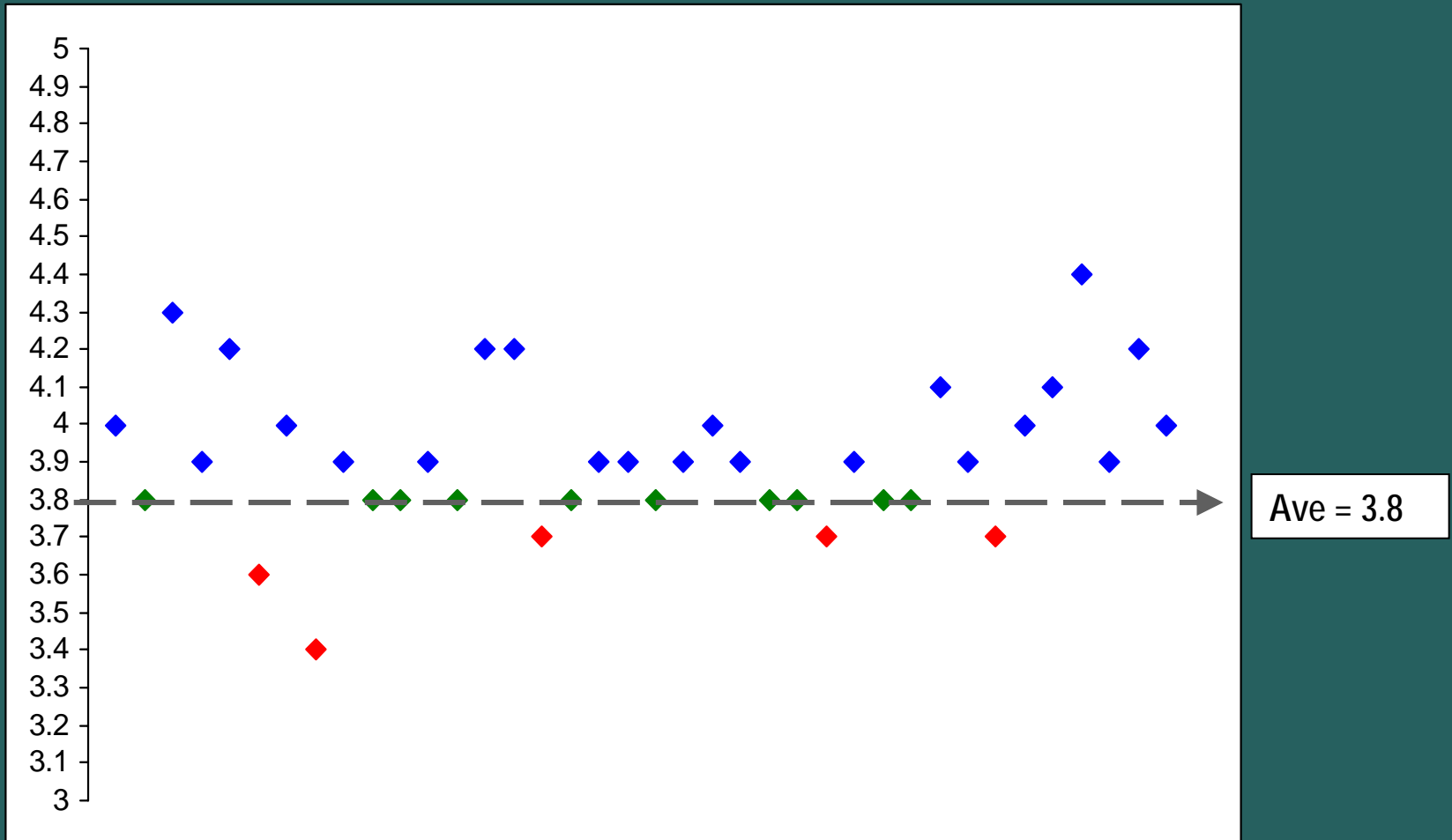
- The State Employee Survey was administered during a six week period beginning in mid-March 2006
- The survey contained 12 standard questions, with a rating scale of 1 (lowest) to 5 (highest)
- The overall average score was 3.78
- 85 agencies, boards, and commissions participated in the survey
- 36,440 employees took the survey, for a response rate of 58%
- 75% of respondents were non-supervisory employees; 22% were supervisors; 3% unspecified
- Distribution of respondents was similar to distribution of employees statewide:



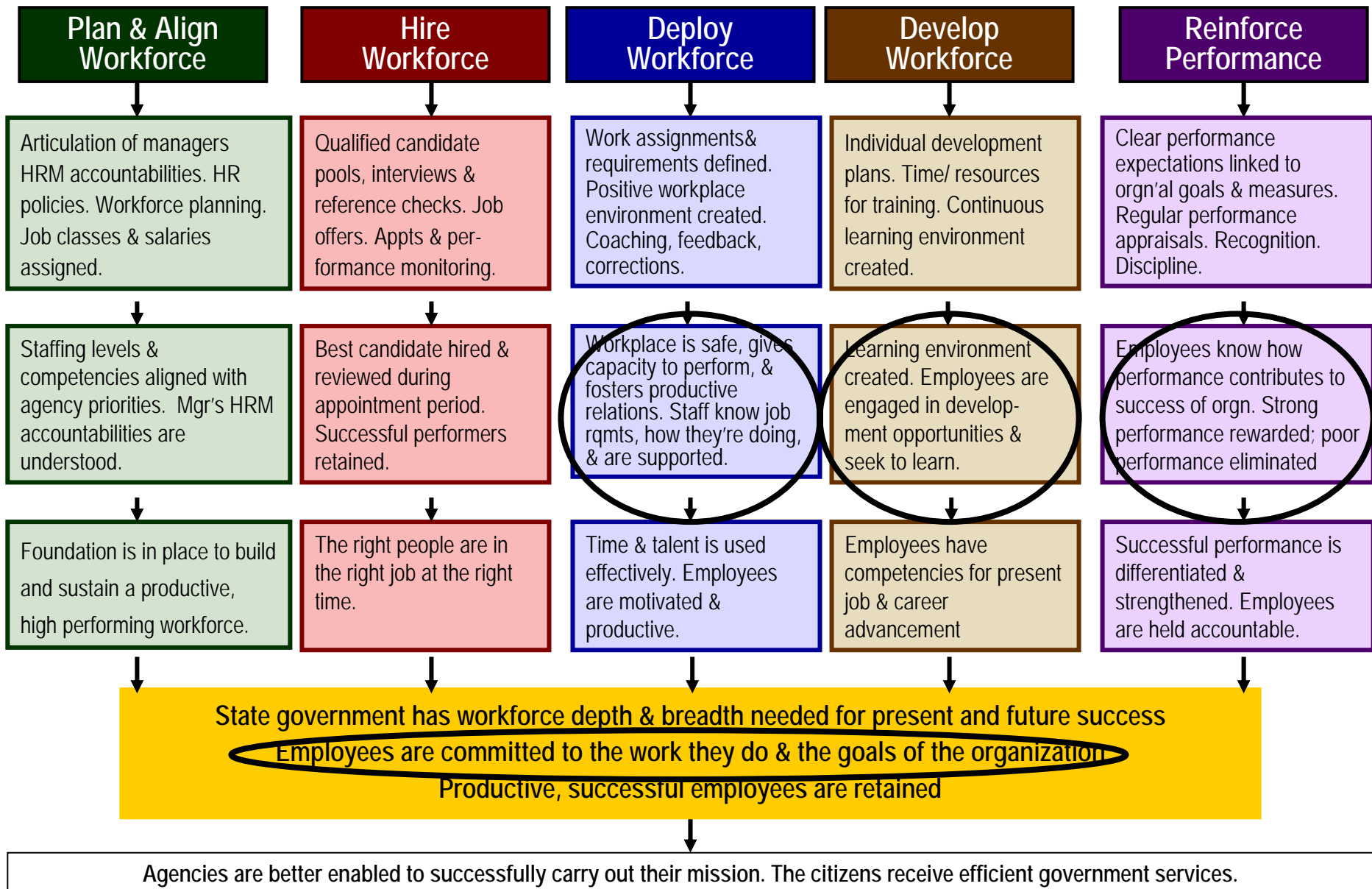
The survey results provide data for certain measures in the Human Resource Management Report and the associated logic model outcomes. The survey results are viewed within that context in this presentation.

State Employee Survey Average Overall Scores per Agency

(Agencies with >50 respondents)



Employee survey results placed in context of the Human Resource Management Report



Performance Measures

- Percent employees with current performance expectations
- **Employee survey ratings on "productive workplace" questions**
- Overtime usage
- Sick leave usage (and "unscheduled" leave if available)
- Number & type of non-disciplinary grievances and disposition

Overall average score for "productive workplace" questions is 3.8

Non-supv employees = 3.78

Supervisors = 3.93

Greater Olympia area = 3.94

Western WA (without Oly) = 3.74

Eastern Washington = 3.77

Highlights:

- 80% indicate that their supervisor treats them with dignity and respect
- Approximately 2/3rd of respondents feel they have the information, tools, and resources to do their job
- While 84% indicate that they know what is expected of them at work, only 62% receive regular feedback and nearly 50% of respondents indicate that they never-to-occasionally receive recognition for a job well done
- 71% of supervisors agree that they have the opportunity to give input on decisions affecting their work, as compared to 52% of non-supervisory employees

Action Steps:

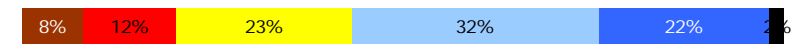
- Correlate these employee survey results with the other "Deploy Workforce" performance measures – after they are reported by agencies in October 2006

Do employees have the day-to-day support needed to enable successful job performance?

Q4. I know what is expected of me at work. (4.3)



Q1. I have opportunity to give input on decisions affecting my work. (3.5)



Q2. I receive the information I need to do my job effectively. (3.8)



Q6. I have the tools and resources I need to do my job effectively. (3.8)



Q7. My supervisor treats me with dignity and respect. (4.3)



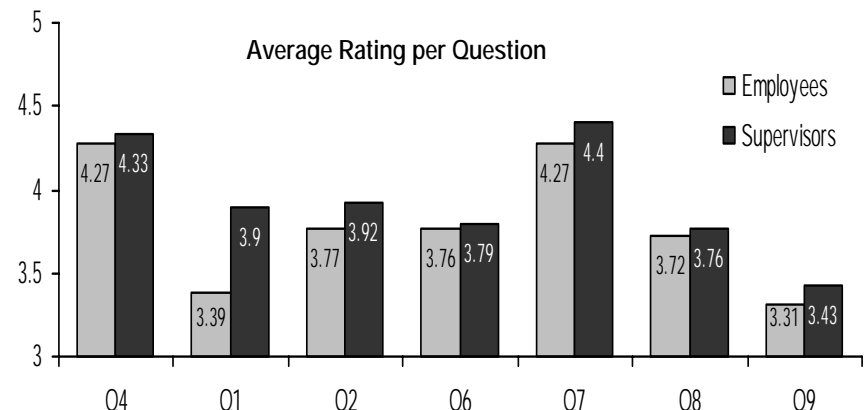
Q8. My supervisor gives me ongoing feedback that helps me improve my performance. (3.7)



Q9. I receive recognition for a job well done. (3.3)



Legend: Never (dark red), Seldom (red), Occasionally (yellow), Usually (light blue), Always (blue)



Develop Workforce |

Employees have competencies for present job and future advancement

Performance Measures

- Percent employees with current annual individual development plans
- **Employee survey ratings on "learning & development" questions**

Overall average score for "learning & development" questions is 3.7

Non-supv employees = 3.62

Supervisors = 3.83

Greater Olympia area = 3.77

Western WA (minus Oly) = 3.60

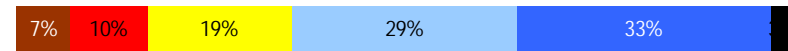
Eastern Washington = 3.62

Employee perceptions on learning and development

Q5. I have opportunities at work to learn and grow. (3.6)



Q8. My supervisor gives me ongoing feedback that helps me improve my performance. (3.7)



■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

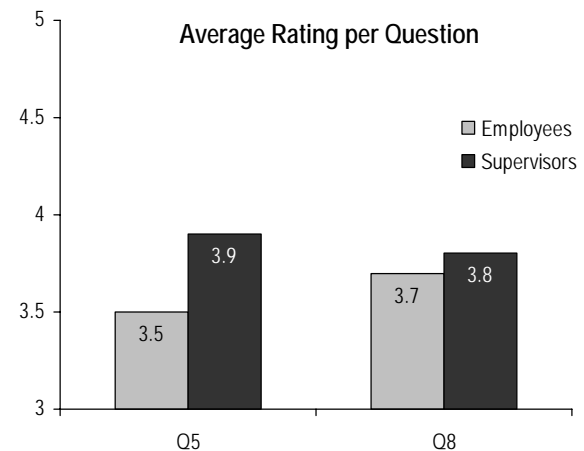
Highlights:

- 70% of supervisors indicate that they have opportunities to learn and grow, as compared to only 55% of non-supervisory employees
- Approximately 36% of both supervisors and employees indicate that they never-to-occasionally receive ongoing feedback from their supervisor that helps them improve their performance

Action Steps:

- Correlate these employee survey results with the other "Develop Workforce" performance measure; i.e., the percentage of their employees who have current Individual Development Plans. Agencies will report this measure to DOP in October 2006.

Average Rating per Question



Reinforce Performance

Successful performance is differentiated & strengthened. Employees are held accountable.

Performance Measures

- Percent employees and managers with current annual performance evaluations
- Employee survey ratings on "performance and accountability" questions
- Number and type of disciplinary issues, actions, appeals disposition

Overall average score for "performance & accountability" questions is 3.7

Non-supv employees = 3.73

Supervisors = 3.85

Greater Olympia area = 3.84

Western WA (minus Oly) = 3.69

Eastern Washington = 3.72

Highlights:

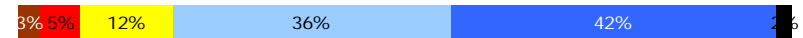
- 78% of employees and 85% of supervisors indicate that they know how their work contributes to the goals of the organization
- 77% of employees and 84% of supervisors indicate that they are held accountable for performance
- Only 51% say that their performance evaluation provides them with meaningful information about their performance
- Question #10 (performance evaluation) and Question #9 (recognition) are among the three lowest scoring questions in the survey

Action Steps:

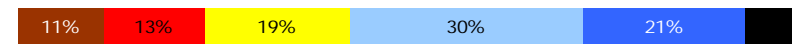
- Correlate these survey findings with the other "Reinforce Performance" performance measures after they are reported to DOP by agencies in October 2006

Do employees see a meaningful linkage between their performance and the success of the organization?

Q3. I know how my work contributes to the goals of my agency. (4.1)



Q10. My performance evaluation provides me with meaningful information about my performance. (3.4)



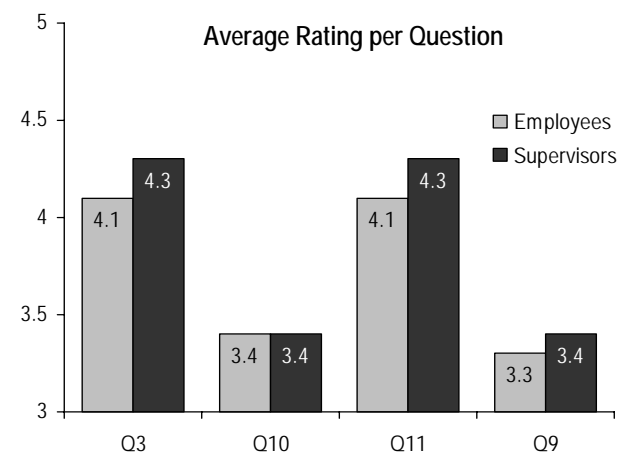
Q11. My supervisor holds me and my co-workers accountable for performance. (4.1)



Q9. I receive recognition for a job well done (3.3)



Legend: Never (dark red), Seldom (red), Occasionally (yellow), Usually (light blue), Always (blue)



Ultimate Outcomes

State has workforce breadth & depth for present & future success.

Employees are committed to the work they do and the goals of the organization.

Successful, productive employees are retained.

Performance Measures

- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories and of workforce diversity

Overall average score for "performance & accountability" questions is 3.6

Non-supv employees = 3.57

Supervisors = 3.77

Greater Olympia area = 3.76

Western WA (minus Oly) = 3.53

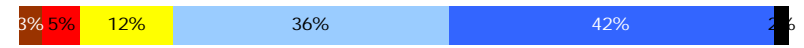
Eastern Washington = 3.58

Highlights:

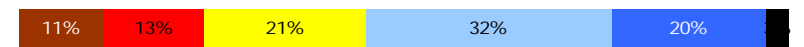
- 78% of employees and 85% of supervisors indicate that they know how their work contributes to the goals of the agency
- However, only 51% employees and 62% supervisors know how their agency measures its success
- The low scores on measuring success are especially disturbing in relation to the low scores on recognition. If you don't know how the organization measures success, how do you recognize individual performance that is linked to that success?
- Question #12 (performance evaluation) and Question #9 (recognition) are among the three lowest scoring questions in the survey

Indicators of Employee Commitment

Q3. I know how my job contributes to the goals of my agency. (4.1)



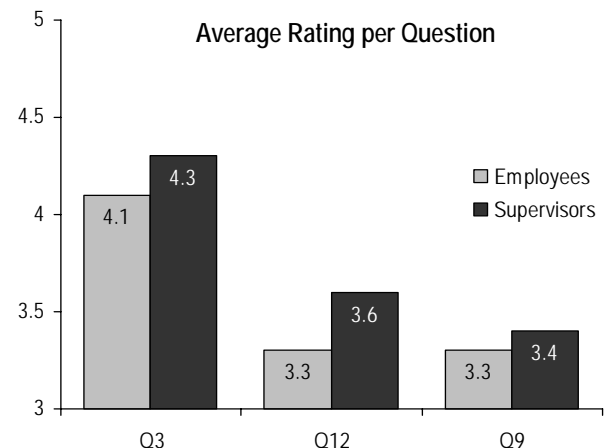
Q12. I know how my agency measures its success. (3.4)



Q9. I receive recognition for a job well done (3.3)



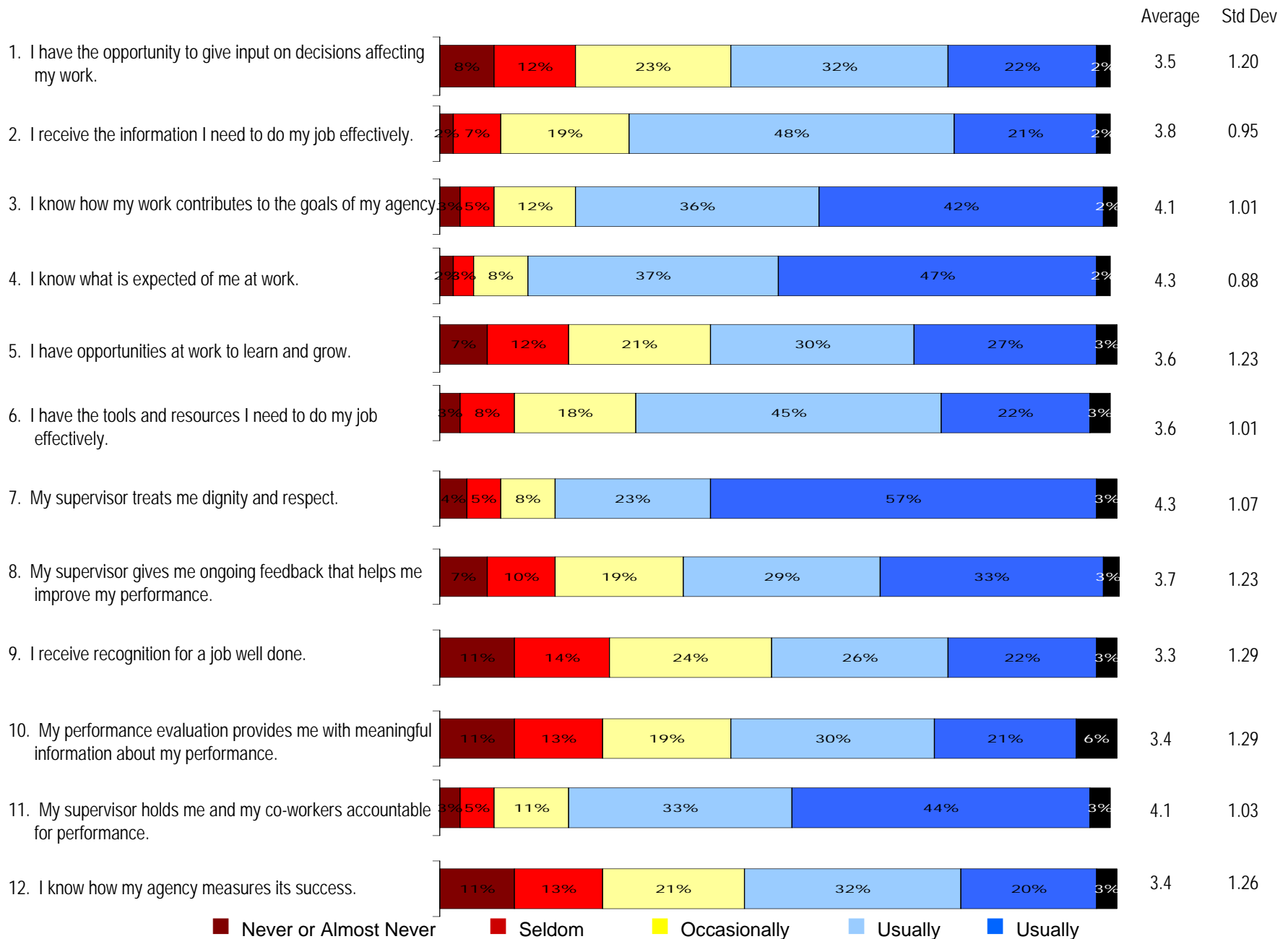
Legend: Never (dark red), Seldom (red), Occasionally (yellow), Usually (light blue), Always (blue)



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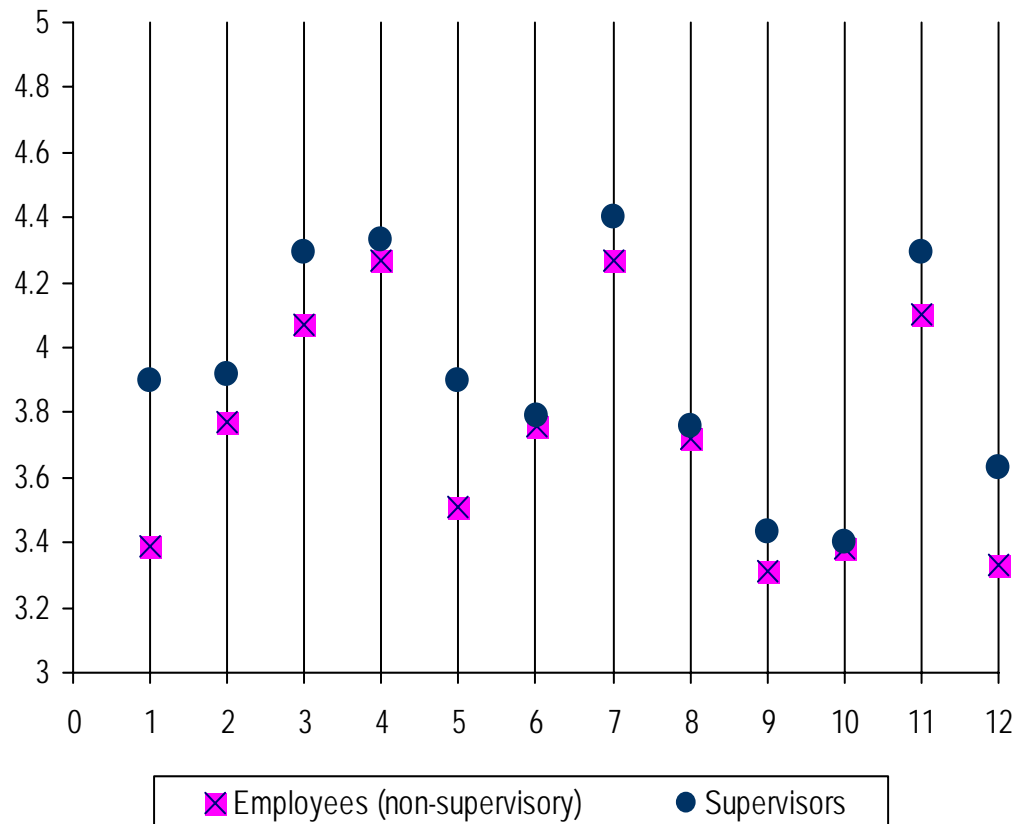
- Backup Slides

Employee Survey Statewide Results (April 2006)



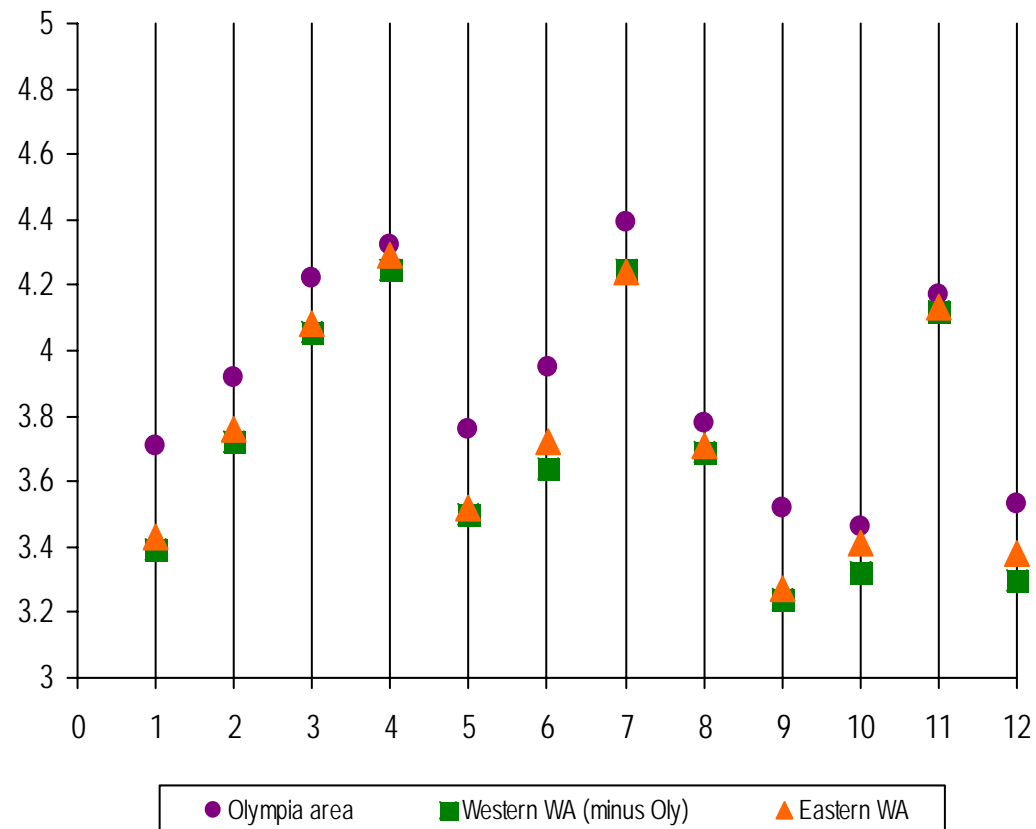
Average Ratings Per Question - Supervisors/Non-Supv Employees

1. I have the opportunity to give input on decisions affecting my work.
2. I receive the information I need to do my job effectively.
3. I know how my work contributes to the goals of my agency.
4. I know what is expected of me at work.
5. I have opportunities at work to learn and grow.
6. I have the tools and resources I need to do my job effectively.
7. My supervisor treats me dignity and respect.
8. My supervisor gives me ongoing feedback that helps me improve my performance.
9. I receive recognition for a job well done.
10. My performance evaluation provides me with meaningful information about my performance.
11. My supervisor holds me and my co-workers accountable for performance.
12. I know how my agency measures its success.



Average Ratings Per Question - GEOGRAPHIC DIFFERENCES

1. I have the opportunity to give input on decisions affecting my work.
2. I receive the information I need to do my job effectively.
3. I know how my work contributes to the goals of my agency.
4. I know what is expected of me at work.
5. I have opportunities at work to learn and grow.
6. I have the tools and resources I need to do my job effectively.
7. My supervisor treats me dignity and respect.
8. My supervisor gives me ongoing feedback that helps me improve my performance.
9. I receive recognition for a job well done.
10. My performance evaluation provides me with meaningful information about my performance.
11. My supervisor holds me and my co-workers accountable for performance.
12. I know how my agency measures its success.



Respondent Proportions:

Geographic area	Supervisors	Non-supervisory
Olympia area	23.6%	76.4%
Western WA (w/o Oly)	22.2%	77.8%
Eastern WA	21.9%	78.1%

FY 2006 Management Reduction Summary

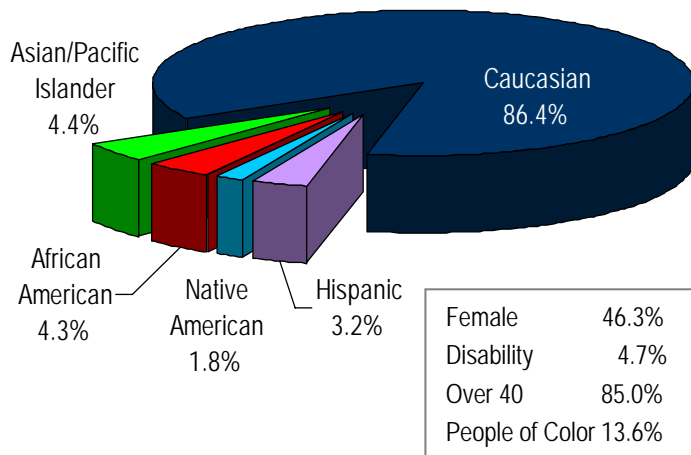
AGENCY	FY 06 Reductions	FY 06 Target	AGENCY	FY 06 Reductions	FY 06 Target
Gov (PSAT)	0.3	0.2	WUTC	5.0	1.3
Sec of State	10.0	2.6	WSP	24.0	6.1
Treasurer	1.0	0.5	L&I	19.0	8.6
Auditor	3.0	1.6	DOL	20.0	9.6
AGO	6.0	2.6	MIL	2.0	1.2
DFI	2.0	0.8	DSHS	141.0	85.9
CTED	9.0	3.5	DOH	28.0	10.9
OFM	2.0	1.4	DVA	4.0	1.5
HCA	4.0	1.9	DOC	78.0	27.9
OAH	1.0	0.2	DSB	2.0	0.4
DOP	11.0	1.9	OSPI	9.0	2.0
Lottery	0.2	0.1	SchBld	1.0	0.3
DRS	2.0	1.5	SchDeaf	3.0	0.3
SIB	1.0	0.3	WSDOT	103.0	68.3
DOR	12.0	7.1	ECY	29.0	11.0
GA	12.0	4.5	PARKS	6.0	3.1
DIS	4.0	4.0	DFW	19.0	8.7
OIC	1.5	1.5	DNR	7.0	2.0
BIIA	1.0	0.4	AGR	6.0	2.0
LCB	7.0	2.6	ESD	43.0	8.9

FY 2006 Total Reductions = 639.0

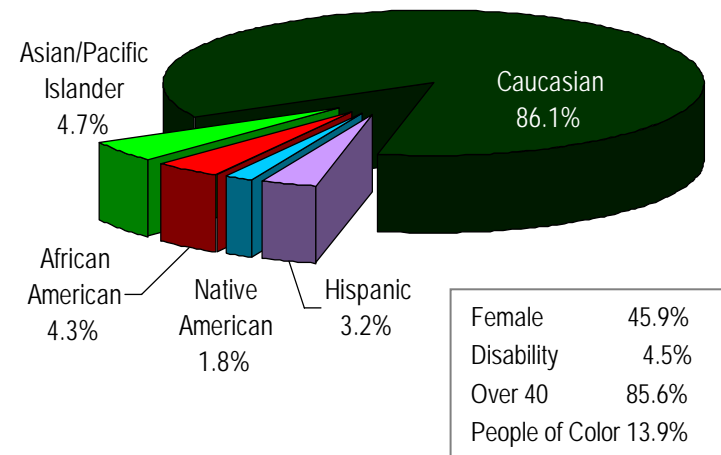
FY 2006 Total Target = 303.9

Management Diversity Profile (before & after management cuts)

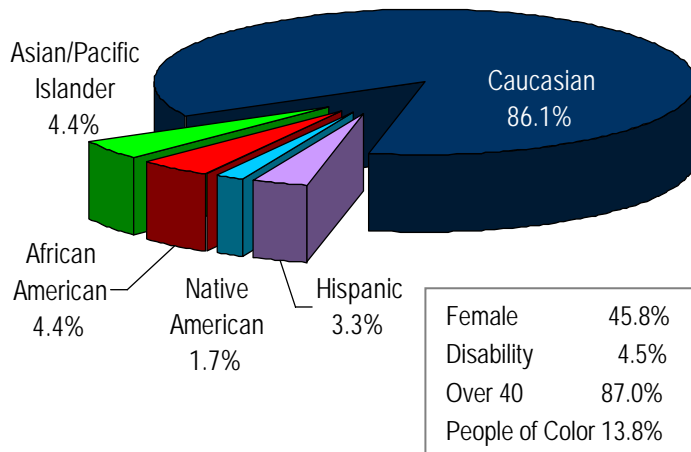
WMS – July 1, 2005



Officials/Managers – July 1, 2005



WMS – July 1, 2006



Officials/Managers – July 1, 2006

